

Our Ideal Form as a Creativity Platform

In an era where environments surrounding *sei-katsu-sha*, organizations and society are experiencing dramatic change, and the future becomes increasingly difficult to predict, the Hakuodo DY Group must continue to transform. To build an adaptable, resilient business structure, we believe it is necessary to demonstrate how we will evolve and what kind of organization we aspire to become by expanding the scope of our creativity. With this in mind, we have defined our ideal future vision as a “creativity platform.” Through *sei-katsu-sha*-driven creativity, we aim to build new relationships among *sei-katsu-sha*, organizations and society—relationships in which all three co-create and generate new value together, with our Group serving as the platform that enables this co-creation.



Our strengths lie in our diverse talent, our culture that values co-creation and teamwork, and our unique creativity rooted in *sei-katsu-sha* insight. By combining these strengths with our various stakeholder connections, our global network, and technologies such as AI, we are evolving into a Group that generates new relationship value and creates the future through diverse businesses.

Under the current Medium-Term Business Plan, we have identified six business domains as areas where we can generate new relationship value through this creativity platform and achieve both social and economic value.

Each of these domains will pursue growth through distinct business models while also working in close collaboration with one another. In doing so, we will drive transformation of our business structure and further strengthen our overall earning capacity.

Through this dynamic transformation, we aim to achieve significant growth and maximize corporate value, all while realizing our Global Purpose.